

# The Rapid Pulse

December 2001

## The Director's Perspective

By Dr. Eugene Migliaccio

This is an exciting time for the Division as we face new challenges. I'm sure many of you are aware that the Immigration and Naturalization Service (INS) is undergoing a major reorganization. As a result, our budget will be funded from a new source and undergo scrutiny by experienced veterans in correctional healthcare delivery.

These changes will require the Division to continue the cost-savings initiatives we have undertaken, while maintaining a high-quality level of healthcare. It is imperative that all staff 'think outside the box' and place cost-savings at the forefront of everything we do. Over the past five years we have seen our budget increase from \$14M to \$60M. I am proud to say that we have built a solid, well-deserved reputation as one of the finest healthcare delivery systems, but unfortunately, it has come at a high cost!

Recently, a group of your colleagues convened to refine the Balanced Scorecard. I believe their recommendations will improve outcomes and ultimately help us reach our goal of optimization. I look forward to discussing these issues in detail next month at our annual Leadership Symposium. The

**Happy Holidays to all  
DIHS staff**

steps that we are currently undertaking in the area of cost-savings will, I believe, help us to ensure our viability as an organization and become more competitive with other correctional healthcare organizations.

I would also like to say that I am very encouraged by what I have seen during my recent visits to some of the sites. I have witnessed firsthand your commitment to our mission and the people we serve. You have all worked hard this year under extraordinary circumstances, and are to be commended for your dedication and commitment. I extend my heartfelt wishes for a Happy Holiday and New Year to every member of the Division. I look forward to an even more successful year 2002 for our organization.

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## Faces and Places

### **WELCOME**

#### Buffalo, New York:

**LTJG James Patterson  
(11-4-01)**

#### El Paso, Texas:

**CDR Rosa Colon  
(11-25-01)**

**LT Robin Moyers  
(12-3-01)**

#### Elizabeth, New Jersey:

**LTJG Jennifer Ramadass  
(12-3-01)**

#### Washington, DC:

**CDR Debra Scott  
(11-01-01)**

### **FAREWELL**

#### Port Isabel, Texas:

**LTJG Stephanie  
Tilghman (to IHS)**

#### San Pedro, California:

**CDR Lori Enever  
(to IHS)**

## Holiday Recipe Corner

Looking for a light snack to serve family & friends during those holiday visits? Try the following recipe for **Rich Shortbread Cookies with Taste of Lemon!**

### Ingredients:

- 250 grams butter
- 250 grams sugar
- 3 eggs
- 1 pinch of salt
- 1 lemon peel
- A few drops of lemon juice
- 500 grams flour
- Egg yolk

### Instructions:

- Beat butter until soft
- Add sugar & eggs
- Once batter is pale, add other ingredients except egg yolk & mix well
- Let dough rest in cool place for 1 hour
- Roll dough until about 6 mm thick
- To cut cookies use any shape cutter
- Place cookies on buttered baking sheet & brush on the egg yolk
- Bake in preheated oven at 200°C for 10 minutes
- ENJOY!

## From the Chief of Staff ...

By Dr. GERALYN JOHNSON

I received some very nice feedback from many of you on my column last month. It appears that my value to this publication and the organization could be to shed light on the 'mysterious things and how they happen' in our Division. If you have a question about how something in the Division works - or why it is the way it is, please email me (geraldyn.s.johnson@usdoj.gov) and I will do my best to shed light on the issue.

This time of year is always very busy - and we usually have something crazy happen. Last year, on the day of the Headquarters holiday party, we got a call from Attorney General Janet Reno wanting to know what we were going to do about the females at Krome who were threatening to "do something drastic" on Christmas Day. The year before that, we had staff in Guatemala, taking care of the Chinese refugees. Then there was the Christmas that 2000 unhappy campers poured across the border at Port Isabel and we had to deploy people on Christmas Eve.

Well, I have to admit - I can't explain those mysterious things - but I also can't wait to see what happens this year. Working for DIHS is always exciting and interesting. But the thing that makes working here so great is the wonderful people you interact with every day. I hope all of you have a great holiday season and understand how very much you are appreciated. Happy Holidays!



## Expert Speakers Enhance Symposium

By CAPT JANET DUMONT

The DIHS Sixth Annual Leadership Symposium (January 7-11, 2002) will bring together national experts to help us explore how to achieve the most favorable outcomes when dealing with the day-to-day administration of our facilities. Health Service Administrators, Clinical Directors, as well as dental, pharmacy, medical, mental health and nurse consultants, will convene with these experts in San Diego, California to learn how to better understand the application of financial and personnel management, along with service quality principles, in the achievement of our mission.

This year's conference has assembled many distinguished experts from outside the Division whose participation will undoubtedly reflect a more encompassing view of health care management. We are especially fortunate that, through the efforts of Dr. Ada Rivera, some of the lectures qualify for Continuing Education Units (CEUs). Participants in these sessions will not only benefit from the information that is made available, but they will also receive CEUs toward maintenance of licensures and credentials.

Postponed from September, when the attack on America occurred, the symposium will focus on optimization: bringing about the best results by improving our knowledge of our client, personnel systems, directions in health care, mental health and dental care, accreditation, and more. During this year's conference, several staff will receive Director's Awards in three categories: **Leadership** to CDR Luis Garabis, **Quality** to Dr. Farridah Shafiee, and **Cost** to LCDR Gary Cole.

The committee responsible for developing this year's symposium includes: CDR Yvonne Anthony, CDR Allen Arbuckle, CAPT Janet Dumont, CDR Angel Frazier, CDR Roberta Lavin, CAPT David Martin, and Dr. Chang Park. The Division as a whole stands to benefit from the outstanding group of speakers we have assembled! We look forward to seeing all participants there!

## Travel: Did You Know?

- **The CWT fee for setting up itineraries via phone or fax has increased from \$8.57 to \$11.56.**
- **Your US Bank travel card still needs to be paid even if you have not yet been reimbursed by the government for a trip! You signed an agreement to this effect before receiving your card.**
- **All medical escort related travel is done at the Headquarters level; all other travel is done by the local travel preparer.**
- **If you have any travel related questions, please see your local travel preparer. If they cannot answer your question, they will contact the Headquarters Travel Coordinator for guidance and information.**

## Recruitment & Retention

By LT John David

What is recruitment and retention? They are the key to any organization's growth and stability. Recruitment is the force that provides new ideas and life blood. Retention provides a backbone/blueprint to sustain an organization.

DIHS has increased recruitment efforts to get the word out about our agency at major conferences and in major advertising sources. This year, we have recruited at the University of North Carolina-Greensboro, John Hopkins University, and the National Black Nurses Association, just to name a few! Ads were placed in magazines and newspapers including *Nursing Spectrum* and the *LA Times*. We have recruited several new personnel and we have retained quite a few more this year. A new focus on retention includes a career development presentation at each site along with satisfaction surveys for all employees.

We are excited about our new Associate Recruiter Program (ARP) which has been implemented to recruit new employees and to assist in retaining the quality staff we presently have. The ARP works by recruiting at local area universities at individual sites by using our local officer talent. The program also



works to retain employees at our sites by communicating individual needs that may affect the DIHS retention efforts.

Please feel free to contact LT John David at 202-514-3297, CDR Gilbert Rose at 877-353-9834, Barbara Horn at 202-353-9828 or CDR MaryLouise Ganaway at 202-616-1041 for any questions or concerns. We are here to provide you with the needed guidance and assistance in fully staffing your facilities.

Helpful hint: Every PHS officer has a DCP contact person for personnel issues. Your assigned contact person is based upon your last name.

A-GON	Ellie	301-594-3496
GOO-OL	Evelyn	301-594-3490
OM-Z	Gladys	301-594-3497



## Accreditation & Performance Improvement

By CDR Mary Bowling

During the November National Commission on Correctional Health Care (NCCHC) conference an Advanced Performance Improvement session was presented. While there was a lot of useful information and some new ideas about how to approach Performance Improvement, I was pleased to see that DIHS is on target! As we leap into another whirlwind cycle of surveys (NCCHC, ACA and JCAHO) keep in mind that if you maintain our basic Performance Improvement Plan and outline that was used for your initial JCAHO survey, you will survive them all.

### Accreditation Readiness Tips:

- ✓ Maintain/Update all manuals (Performance Improvement, Environmental Health and Safety, etc).
- ✓ Maintain screening studies and thoroughly document review of findings.
- ✓ Look for opportunities for improvement (many can be identified from screening studies) and act on them.
- ✓ Keep credentialing files current.
- ✓ Communicate!

## Root Cause Analysis:

*Bad Things Happen To Good People*

By CDR Mary Bowling

I'm sure you've heard the expression 'bad things happen to good people.' That's certainly true in the medical profession. Despite our best efforts to provide quality health care, adverse (or sentinel) events occur: a detainee death, medication error, etc. That's where Root Cause Analysis (RCA) comes in.

RCA is a systematic way of looking at adverse events to determine what processes or procedures need improvement. Used properly, it can be a great learning tool for health professionals.

DIHS has conducted several RCAs during the past year. This does not necessarily mean that more adverse events are occurring. Instead, it may mean that we are getting better at recognizing them. While bad outcomes are not desirable, they are opportunities for improvement. When a RCA is necessary, the team usually consists of the Health Service Administrator, Clinical Director, a representative from the Medical Director's branch, and a facilitator from Headquarters. If you become involved in a RCA, you should review the literature provided to your HSA on the RCA process so that you can maximize your contribution.

## Frequent NCCHC Compliance Issues in 2001

### Standard: J51 (Suicide Prevention)

#### Issue:

The Suicide Prevention policy focuses more on risk evaluation than prevention. Critical debriefing and training of corrections and health care staff was not addressed in the policy.

#### DIHS Response:

The Suicide Prevention SOP was developed 9/2001. Revisions made 11/2001. SOP will be distributed with revised national policies.

### Standard: J30 (Receiving Screening)

#### Issue:

Receiving Screening was not always completed immediately and could take place after three hours.

#### DIHS Response:

Clinic responses included requiring medical staff go to INS processing areas for initial screening rather than waiting for the detainee to arrive in the clinic.